

TREASURER

DESCRIPTION

The Treasurer's Office is responsible for delivering world-class customer service in collecting current and delinquent property taxes as well as all delinquent county debt, managing the annual

vehicle license process, and investing the county's funds to obtain the highest yield with minimal risk. The Treasurer is a constitutional officer elected by all county citizens every four years.

FINANCIAL ACTIVITY

	FY2002 Actual	FY2003 Adopted	FY2004 Biennial Planned	FY2004 Adopted	Change FY2003 to FY2004	FY2005 Projected	FY2006 Projected	FY2007 Projected
Personnel	\$1,964,832	\$1,945,400	\$1,945,400	\$1,984,000	2.0%	\$1,984,000	\$1,984,000	\$1,984,000
Operating	519,176	548,700	539,700	567,600	3.4%	567,600	567,600	567,600
Capital	<u>1,585</u>	<u>0</u>	<u>9,000</u>	<u>0</u>	0.0%	<u>0</u>	<u>0</u>	<u>0</u>
Total	\$2,485,593	\$2,494,100	\$2,494,100	\$2,551,600	2.3%	\$2,551,600	\$2,551,600	\$2,551,600
Revenue	<u>761,203</u>	<u>749,200</u>	<u>753,700</u>	<u>735,600</u>	-1.8%	<u>735,600</u>	<u>735,600</u>	<u>735,600</u>
Net Cost	\$1,724,390	\$1,744,900	\$1,740,400	\$1,816,000	4.1%	\$1,816,000	\$1,816,000	\$1,816,000
FT Pos.	42	42	42	42	0	42	42	42

BUDGET ANALYSIS AND EVALUATION

The services provided by the Treasurer's Office affect virtually every citizen in Chesterfield County. The office has a key role in delivering service and often impacts how citizens view the effectiveness of all county operations. The department continues to utilize total quality principles and techniques to improve the quality of service to citizens. As a result, the department's favorable service rating went up five percent in a countywide survey conducted in 2001, as compared with the same survey in 1998.

This high satisfaction rating is expected to continue as the department embraces service enhancements that will ultimately benefit its customers. In 2002, the decal due date moved to June 25. This change inconvenienced taxpayers by placing the decal due date closer to the taxes due date and increased collections and interest earnings. Also in 2002, the department changed its operations by combining the receptionist and cashier functions. This enabled a taxpayer to be served by one person rather than two. Automation will continue to play a key role in the department's success, specifically with the Personal

Property Rewrite project scheduled for implementation during FY2004 and the TRAITS Cash Receipts Rewrite project. These systems will integrate various mainframe and personal computer databases and provide needed automation in virtually all departmental processes. These new systems will also provide customized reporting which is necessary in the areas of personal property assessment, business license enforcement, and accounts receivable collection. In FY2003, the Information Systems Technology Department will be working toward allowing citizens to access their personal property tax accounts receivable records online. This is part of the county's E-Government initiative to provide enhanced customer services to citizens through the use of the Internet and comes on the heels of the highly successful implementation of real estate tax accounts receivable on the Internet in FY2002.

The Chesterfield County Treasurer's Office remains committed to providing taxpayers with convenience-oriented services. The Treasurer's Office provides many ways for county taxpayers to

TREASURER

pay their real estate and personal property tax bills, utility bills, and vehicle license fees. For years, the department has encouraged taxpayers to mail their tax payments to take advantage of the most efficient and effective process to pay taxes and vehicle license fees. Payments processed and decals issued through the mail have increased significantly since billings for taxes and decals were combined in 1997. The increased use of this service has enabled the department to keep pace with increases in county population and tax billings without the need for additional resources.

Another convenience-oriented service offered by the Treasurer's Office is the Automated Payment Service (APS). This highly successful service gives taxpayers the option to directly debit a specified bank account to pay real estate and personal property taxes, vehicle license fees, and utility bills. The program has experienced steady growth, with over 4,200 residents currently opting to utilize this service.

Many taxpayers are taking advantage of the credit card payment program offered through a third party vendor, whereby real estate and personal property taxes and utility bills can be paid over the phone or via the Internet. In FY2002, there were 14,831 charges made to pay a total of \$1,895,754 in real estate and personal property taxes and utility bills.

Taxpayers may also pay these bills via the Internet through the third-party vendor.

Another way taxpayers can pay their taxes, utility bills, and vehicle license fees is through participating banks throughout the county. The Treasurer's Office has partnered with local community banks to offer this valuable service.

Cuts at the state level have had an impact on the revenues in the Treasurer's budget. Reimbursements for a portion of salaries and office expenses from the state Compensation Board were reduced when the FY2003 budget was announced and again in late 2002. The FY2004 budget reflects a direct cut to the Treasurer's anticipated revenue, compared to FY2002 actual revenue, of approximately \$60,000, and does not include the indirect impact of not funding salary increases. The reduction in revenue has required greater local support for the Treasurer's Office. The final Compensation Board budget will be determined by May 1, 2003, and may result in further reductions to the Treasurer's budget.

The department's budget includes slight increases in operating costs for postage and other supplies, and a slight increase in personnel costs due to health care and merit increases.

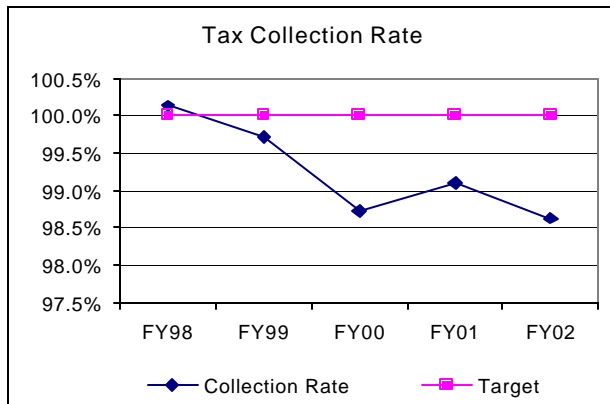
TREASURER

HOW ARE WE DOING?

Goal: To be the model for excellence in treasury management. Supports countywide strategic goal number 1

Objective: Exceed legal and financial requirements

Measure: Tax collection rate



Initiatives

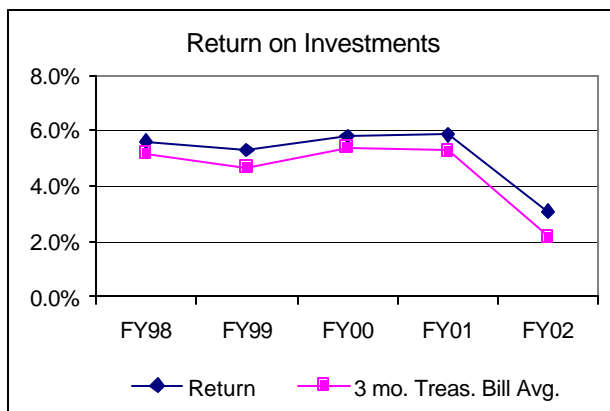
- Delinquent collections policy
- Monthly monitoring reports
- Personal Property Rewrite System (in development)

Note: Tax collections include delinquent amounts from previous years; therefore the collection rate could exceed 100% of the tax levied in years that delinquent collections are high.

Goal: To be the model for excellence in treasury management. Supports countywide strategic goal number 1

Objective: Exceed legal and financial requirements for investments

Measure: Average return on investments

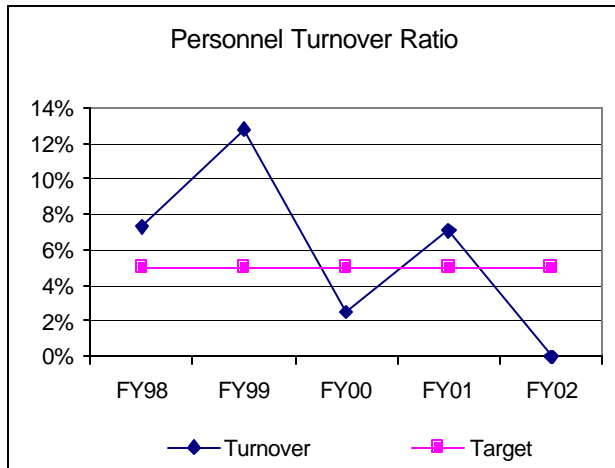


Initiatives

- Investment policy
- Investment tracking system
- Monthly investment report to the Board of Supervisors and county management

TREASURER

Goal: To be the employer of choice. Supports countywide strategic goal number 6
Objective: Recruiting and maintaining a quality and diverse workforce
Measure: Departmental turnover rate



Initiatives

- Employee surveys
- Departmental Quality Circle
- Periodic employee- supervisor meetings
- Citizen surveys
- Employee awards and rewards

WHERE ARE WE GOING?

Automation will continue to play an important role in the operation of the Treasurer's Office. The department anticipates significant service improvements upon the completion of the Personal Property Rewrite and the Cash Receipts System Rewrite.

Legislative changes continue to have a major effect on operations within the Treasurer's Office. The current fiscal crisis at the state level and resulting

reduction in Compensation Board reimbursements threatens to severely alter the level of service provided to our customers.

The Treasurer's Office will maintain its commitment to customer service through the continuance of its many payment options and the exploration of other ways to increase convenience to Chesterfield County taxpayers.